We do not yearn so much for the old country store itself, but for its atmosphere of

Individuality

A gathering place for friendly exchange of views; a warm blend of less prophetic preaching about the future, and more proficient personal practice in the present.

Emerson said, "an institution is the lengthened shadow of one man." Isn't that the tip-off on where we like to buy or sell? It isn't feasible for all ventures to be small enough for buyers and sellers to deal with the head man, hence it becomes increasingly necessary for an able and friendly shadow of the boss to spread throughout the organization in order to give buyers that feeling of personalized attention.

In the fertilizer field we like to buy where there is an innovative atmosphere of personalized products and services;—not merely an imitative effort to outdo unsound pricing practices by raising analyses and volumes to lower costs, nor trying to outservice competition with more large, complex equipment and facilities than our short peak season can support. In other words, not just imitative impersonal bigness or smallness, but individualized, innovative betterness.

May each of us check his shadow to see how far and favorably it extends, to gauge whether it is creating a favorable or unfavorable Buyer-Seller Relationship. Not a *digitalized* but an *individualized* relation has been America's democratic preference.

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